



Department of Corrections Offender Transition Design Event Report Out

“CAP”

Challenge All Processes!

September 28-October 1, 2010

The Opportunity

John Baldwin, DOC Director



The “CAP” Team

Katrina Carter Larson



LEAN

State of Iowa
Continuous Improvement

Team Members

Katrina Carter-Larson

Facilitator

Mike Rohlf, IDED

Team Leaders

Laura Scheffert, IMCC and Ann Hogle, DHS

Members

Tracy Dietsch, ASP

Mike Heinrich, ASP

Bill Sperfslage, ISP

Darren Koechle, ISP

Mike Kane, FDCF

Pam Benson, IMCC

Brenda Miller, ICIW

Shawn Howard, CCF

Tiffany Vrba, CCF

Janet Stange, NCCF

Gail Huckins, MPCF

Nick Peitz, MPCF

Fred Huene, MPCF

Bob Coady, NCF

Val Evans, NCF

Mike Brown, Central Office

Sheryl Lockwood, Central Office

Katrina Carter-Larson, Central Office

Jerry Bartruff, Central Office

Brett Nation, DHS



Scope

Mike Heinrich

- **This event will design a process for offenders' movement through the correctional system that is based on risk assessment, risk management, and reduction to increase the likelihood of offenders reentering their communities from the least restrictive custody level.**

Objectives

Janet Stange

1. Define what success looks like
2. Define a balance between the system and the institutional processes.
3. Identify gaps and challenges
4. Provide a system that can be embraced by different entities – consistent.
5. Provide offenders with positive reinforcement and incentives to succeed.
6. Movement that is based on objective criteria – not subjective “stuff” so that transfers are based on offender needs, not their wants. Right offender, right time, right place, right intervention, right stage of change.
7. Identify how this process will be data-driven/what performance measures will be used?

Performance Measure: Develop a baseline and begin to measure % being released from minimum custody



Kaizen Methodology

Brenda Miller

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)



Trends

Shawn Howard

- ISP and ICIW expansions
- Legislative decisions
- Funding – staff, programming
- Decrease in BOP releases
- Staff turnover
- More offenders, less services overall
- Increase in community beds
- Mandatory minimums
- Needs of multi-generation
- Sex offender Laws
- Language barriers
- PREA
- Virtual visitation – other “techno stuff”
- Increasing demand of following EBP verses the IBOP response
- Lack of transitional housing
- Going green



Trends

Mike Brown

- Increased medical issues in population (mental health, older population)
- General population increased (8,200 Feb; 8,700+ Sept.)
- New ISP/ ICIW (build it/they will come)
- New technology/Job duties – security costs, infrastructure
- Maintaining older structures
- Increase in population, increased problems, increased need seg/DD
- Hispanic population increased - STG issues
- Increase in drug sentences/incarcerations 85%
- Increase in STG – focus of offense (drugs, sex crimes, etc.)
- Specialization at institutions
- Longer sentences

SWOT

Pam Benson

Strengths

- ICON/Technology – shared info
- Commitment to EBP and Re-entry implementation
- New and validated custody classifications normed on Iowa offenders
- Centralized pharmacy and banking
- Debitex and Offender ID
- Leaders of change
- Reporting capabilities data-based
- Institutional culture
- Staff
- Reentry focus transition process



SWOT

Sheryl Lockwood

Weaknesses

- Too much required data
- Consistency
- Paradigm Paralysis
- Need QA
- Hesitant to overlook past behavior/Risk “aversion”
- Institutional culture
- Appropriate bed space
- Staff expertise (levels and duties)
- % of discharges
- Length of time of transfer request to transfer
- Lack of guidelines on who/when to transfer



SWOT

Jerry Bartruff

Opportunities

- Improve a process
- Review each institution role and mission
- Consistency
- Offender buy in
- Fresh ideas (new staff) - Less resistant to change
- Climate “ripe” for change
- Institutional Work Release
- Expand offender services implement central transportation
- Two “new” facilities – opportunity
- Create more minimum beds by transforming institutional purposes
- Standardize level system



SWOT

Tiffany Vrba

Threats

- Infrastructure
- Politics
- Culture is risk-averse (not taking risk – one incident commands all)
- BOP
- Economics
- Legislation
- Increase in population
- Staff not buying in
- Assessment
- Quality Assurance
- Different leadership = different direction
- Resistance to change



Brainstorming

Mike Kane

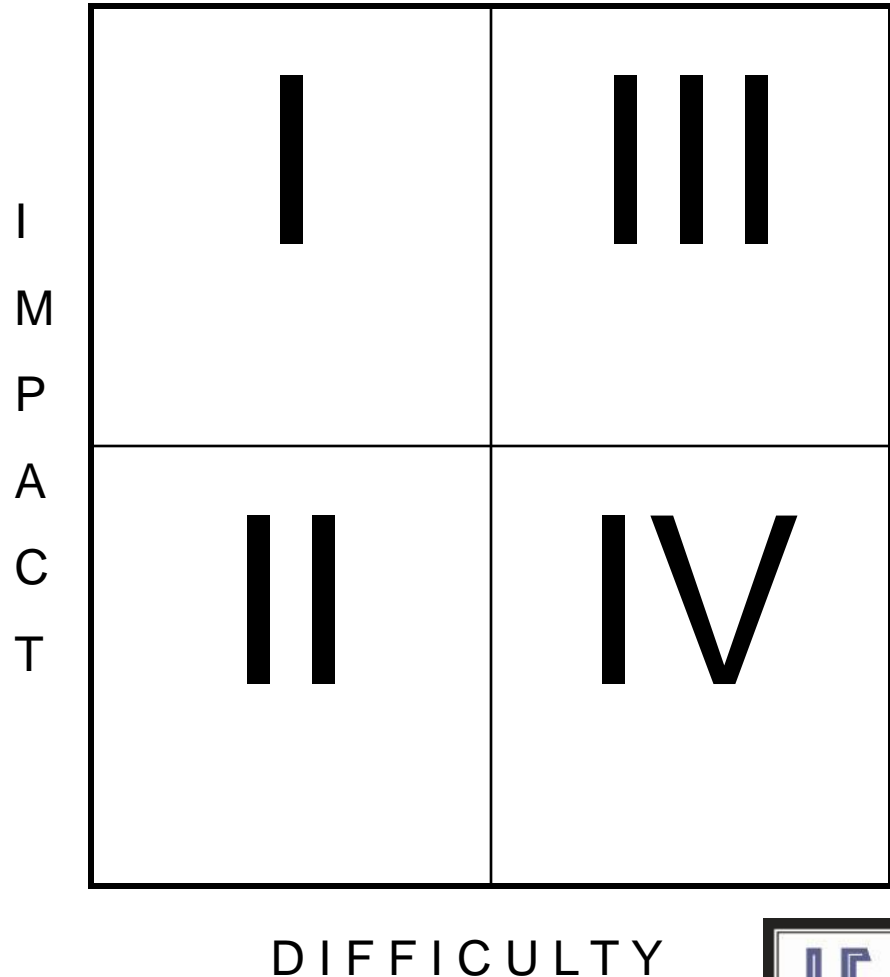
- Repurposing DOC Facilities – more minimum beds
- Consistent System Approach
- Central classification – final authority
- Develop a clear policy
- Front end treatment
- Roadmap for Counselors/Transfer checklist
- Need more QA
- Universal Property (more property at lower levels)
- Universal Level System
- Review Disciplinary consequences (min to med)
- Family location considerations



De-selection Process

Tracy Dietsch

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



The New Process

Bob Coady, Val Evans

We laid the framework for designing a process for motivating offenders' movement through the correctional system based on risk assessment, risk management, and risk reduction that makes the most effective use of available resources and allows offender to return to community from least restrictive custody level.

Repurposing DOC Facilities

- Expand Newton CRC by 100 beds
- Convert Newton GP Beds to Minimum



Homework

Gail Huckins

Item Description	Person Responsible	Due Date
Expand 100 beds at Newton CRC	Jerry, Val	4/4/11
In depth-study of repurposing C,D & E at Newton to minimum custody beds	Jerry, Val, Bob	6/1/11
Review offender overrides and establish QA process and follow-up training	Tracy, Mike B.	1/5/11, ongoing
Validation on ICON on PRD dates	Mike B	10/1/10, ongoing
Develop a process so offender is released from prison in their home area regions	Shawn, Gail	4/1/11
Pilot institutional work release at ICIW and CRC	Brenda, Katrina, Bob	4/1/11
Use available technology (i.e. scanners) in the transfer process to reduce data entry	Mike K, Janet	4/1/11
Establish consistent review process of disciplinary consequences for moves from min back to medium	Brenda, Shawn, Tracy	1/5/11



Team Member Experience

- Nick Peitz, MPCF
- Fred Huene, MPCF
- Bill Sperfslage, ISP
- Darren Koechle, ISP

Comments

- Mike Rohlf, Facilitator IDED

**We welcome your
questions and comments!**

